CalSIEC

2010



Ground Rules

CalSIEC Standing Ground Rules

CalSIEC representatives and alternates are asked to subscribe to several key agreements to allow for productive outcomes.

SUCCESS

Everyone is responsible for the success of the meeting!

ALL IDEAS AND POINTS OF VIEW HAVE VALUE

During these meetings you may hear something you do not agree with or you think is "silly" or "wrong.". The goal is to achieve understanding. Simply listen, you do not have to agree, defend or advocate.

USE COMMON CONVERSATIONAL COURTESY

Don't interrupt; use appropriate language, no third party discussions, etc.

DIALOGUE

Share the air space so that everyone has an opportunity to contribute to the conversation.

HONOR TIME

To meet our goals it will be important to follow the time guidelines given by the facilitator.

HUMOR IS WELCOME

BUT humor should never be at someone else's expense.

BE COMFORTABLE

Please feel help yourself to refreshments or take personal breaks. If you have other needs please let a facilitator know.

SPELLING DOESN'T COUNT

Research indicates that writing on a vertical surface (like blackboards or flipcharts) actually increases the number of spelling errors.

CELL PHONE COURTESY

Please turn cell phones, or any other communication item with an on/off switch to "silent. We understand you have demanding responsibilities outside the meeting room but we ask that you to leave them at the door. Your attention is needed for the full meeting. If you have special needs in this area, please let us know.

USE THE MICROPHONE

We are in a large room with varying acoustics. Please use a microphone so that others can hear you.

AVOID EDITORIALS

It will be tempting to analyze the motives of others or offer editorial comments. Please talk about YOUR ideas and thoughts.

FOLLOW UP

Complete assigned tasks in between meetings – or communicate if you are unable.

LAPTOP COURTESY

You will be welcome to use your laptops during a break time, but please do not have them open during the meeting

Decision-making

CalSIEC Decision-making

The Executive Committee will operate by consensus on all regular business and ongoing coordination. However, there may be times when the group will occasionally have to vote on issues when consensus is not possible and a decision must be made. Each organization included in the Executive Committee will have one vote with the exception of Cal EMA. CalSIEC members can abstain from voting on any issue if they so choose. The Executive Committee shall act upon the agreement of a majority of the membership present and voting. Dissenting opinions should be aired and noted in the meeting minutes.

Source: CalSIEC Governance Charter

Guidelines for Decision-making

- 1. CalSIEC should strive to provide unanimous support (consensus) for each of its recommendations.
- 2. The definition of consensus spans the range from strong support to neutrality, to abstention, to "I can live with it."

Membership List

California Statewide Interoperability Executive Committee (CalSIEC)

Membership List

Revised: January 2010

Organization	Name (Representatives in bold , alternates in <i>italic</i> s)
CA Dept of Forestry and Fire Protection (CDF/CalFire)	Rodger Thompson Glen Savage
CA Dept of Transportation (Caltrans)	Steve Takigawa Ferdinand Milanes
California Highway Patrol (CHP)	Assistant Chief Troy Abney Captain Joe Whiteford
California Emergency Management Agency (CalEMA)	Robert Samaan Sue Plantz
Cal EMA Fire & Rescue Branch/Mutual Aid System	Chief Kim Zagaris Bob Wyman
Cal EMA Law Enforcement Branch/Mutual Aid System	Michael Griffin Paul Walters
CA Police Chiefs Association	Chief Bob Sanderson Chief Bruce Muramoto
CA State Association of Counties (CSAC)	Art Botterell Robert Stoffel
CA State Sheriffs Association	Sheriff Adam Christianson Commander Daryl Evans

Membership List

Organization	Name (Representatives in bold, alternates in italics)
California Fire Chiefs Association	Chief John Penido Chief Chris Gray
Capitol/Bay Planning Area	Kent Eldridge Vacant
Emergency Medical Services Administrators Association of California (EMSAAC)	Cathy Chidester Miles Julihn
Central Planning Area	Michael Salvador Rebecca Campbell
FIRESCOPE Board of Directors	Chief Keith Richter Deputy Chief Dennis Keane
League of California Cities (LCC)	Chief Paul Christman Chief Bill Soqui
Northern Planning Area	Undersheriff Dennis Garton Jerry Wilson
Southern Planning Area	Captain Scott Edson Lieutenant Bill Cicchillo

Nomination Letter

DATE:		
TO:	Matthew Bettenhausen, Secretary, California Emergency Management Age (Cal EMA)	ncy
	John Penido, Chair, California Statewide Interoperability Executive Committe (CalSIEC)	tee
FROM:		
	(Insert Name of Chair, President, or Authorized Person For Nomination Purposes Only)	
	Signature of Person Above	
	(Insert name of Organization/Tribe)	
SUBJECT:	CalSIEC Nominations for Membership	
	(Insert Organization /Tribal Name) nominates	
	(Insert Name of Primary Representative) as our	
(CalSIEC).	ative to serve on the California Statewide Interoperability Executive Committe	3 e
We also no	ominate (Insert Name of Alternate Representati	ve) to
serve as o	our alternate representative to CalSIEC. Each of our representatives is aware	of the
	esponsibilities of CalSIEC members described in the CalSIEC Governance Charges that CalSIEC members including our representative will pleat the Chair of	
_	nize that CalSIEC members, including our representative will elect the Chair a r from the CalSIEC membership. The term to serve as a CalSIEC member is as	
determine	ed by our organization or tribe. Both of our representatives (primary and alternited to fulfilling CalSIEC's mission.1	
advice and	nate representative has equal authority as our primary representative to form d make decisions on behalf of(Insert national form	
Organization		tioc
	ur representatives will keep our organization/tribe informed of CalSIEC activit t input as needed to provide to the full CalSIEC. We recognize that all membe	
CalSIEC, ir	ncluding our representatives will operate as a policy making body with heavy	
	on workgroups and partners to provide technical, operations and policy	
representa as possible	ndations. If there is a change in status of either the primary or alternate ative, the respective individual will notify Cal EMA and the CalSIEC Chair as sele. The Attachment on page 2 summarizes the expectations and commitmen for all CalSIEC members.	

¹ CalSIEC Mission: To provide a statewide strategic planning framework for an innovative, inclusive, scalable, sustainable, and well-managed interoperability infrastructure that promotes national standards, and is effective in addressing the unique urban and rural requirements of the public safety first responders and designated public service organizations serving the citizens of California.

Attachment to CalSIEC Nomination Letter

"Summary of Expectations and Commitments for CalSIEC Members"

Each CalSIEC member who is nominated by their corresponding organization, tribe, or entity is responsible for the following:

- Keeping the organization, tribe, or entity that they represent informed of CalSIEC activities and soliciting input as needed to provide to the full CalSIEC.
- Attending scheduled meetings.
- Serving on one of the three standing working groups.
- Attending regional CalSIEC planning area meetings in their respective region.
- Responding to ad hoc requests from the CalSIEC Coordination Office (Cal EMA) or Chair.
- Committing to approximately four hours per month as well as attendance at quarterly meetings held throughout California.

In the event our primary representative can not be present for a required meeting our alternate will attend.

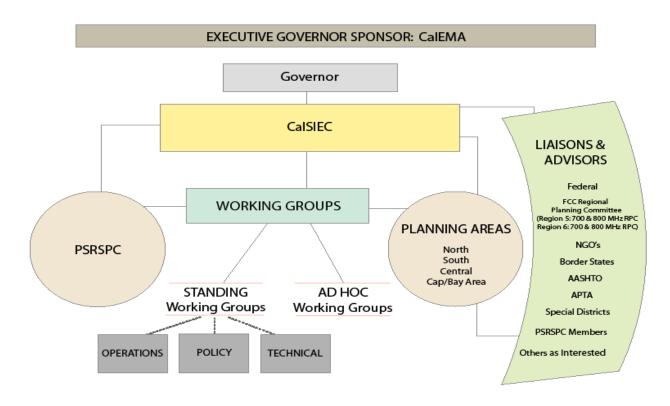
Meetings of CalSIEC will be scheduled on a regular basis with a minimum of four meetings per year. At least two of the regular meetings will be conducted with members physically present. When possible, one of the meetings will be convened in the north and the other in the south. Additional meetings may take place in person and by teleconference.

CalSIEC will operate by consensus on all regular business and ongoing coordination. However, it is equally understood that there may be times when the group will occasionally have to vote on issues when consensus is not possible and a decision must be made. Each member organization will have one vote, with the exception of the non-voting executive sponsor, Cal EMA. Members can abstain from voting on any issue if they so choose. CalSIEC will act upon the agreement of a majority of the membership present and voting. All dissenting opinions will be aired and noted in the meeting minutes.

California Interoperability Coordination Office (Cal EMA) will pay all eligible travel expenses incurred as a result of participation in CalSIEC for a representative and alternate, subject to available grant funding.



CalSIEC Governance Structure



PSRSPC Members: California Highway Patrol, Dept of Corrections & Rehabilitation, Emergency Medical Services Authority, Dept of Finance, Dept of Fish & Game, Dept of Forestry & Fire Protection, Dept of General Services-Telecom Div., Dept of Health Services, Dept of Justice, Military Department, Governor's Office of Emergency Services. Governor's Office of Homeland Security. Dept of Parks & Recreation. Dept of Transportation. Dept of Water Resources

NGO's = Non-governmental organizations

AASHTO = American Association of State Highway and Transportation Officials

APTA= American Public Transportation Association

PSRSPC= Public Safety Radio Communications Strategic Planning Committee

Selection Process

CalSIEC Chair and Vice Chair Nomination and Election Process

A Chair and a Vice Chair position will be elected from the members of CalSIEC. The nomination process will be as follows:

- 1. The CalSIEC will form an ad hoc "nomination committee" and will be responsible for the nomination process for the Chair and Vice Chair position.
 - The nomination committee will consist of one State Agency Representative and one Non-state Agency Representative, both appointed by the standing Chair.
- 2. The nomination committee will solicit nominations for the Chair and Vice Chair position from the standing CalSIEC members.
 - 2 Months prior to vote: the call for nominations via email.
 - 1 Month prior to vote: Nominations must be received and published (via email) to all CalSIEC members.
- 3. Voting will occur once the nominations are closed, and will be done via email.
 - If there is one candidate for the Chair or Vice Chair positions, the position will be selected by a simple majority of votes.
 - If there are multiple candidates for the Chair or Vice Chair positions, the nominee that receives the most votes will assume the position.
- 4. The nominations committee workgroup will notify the CalSIEC of the results of the election.
 - Once selection is made for the Chair and the Vice Chair, they will commence in their new roles at the beginning of the calendar year.
- 5. The Chair and Vice Chair will have a term of office of one year.

Selection Process

Chair and Vice Chair Role and Responsibilities

The Chair shall:

- Preside over all regular and, if required, special meetings.
- Oversee the coordination of CalSIEC meetings, including setting the time and location of such meetings.
- Create and distribute an agenda for the CalSIEC meetings two weeks in advance of each meeting date and provide read-ahead material a week in advance.
- Be responsible for all records of the CalSIEC Meeting, including but not limited to the original charter, minutes, white papers, correspondence, and current membership enrollment.
- Collaborate with the Cal EMA on project and initiative support and funding related to the State's communications interoperability efforts.
- Be a full-time resident in the State of California.

The Vice Chair shall:

Preside over the meetings in the absence of the Chair.





Planning Areas

CalSIEC Planning Areas (Revised 1/10)

1. CAPITOL-BAY PLANNING AREA

Chair: Kent Eldridge Vice-Chair: Vacant

CalSIEC Rep: Kent Eldridge Alternate Rep: Vacant

Kent Eldridge

Radio and Electronic Security Services
Office of Communications and Information
Technology
County of Sacramento
(916) 875-6438
EldridgeK@saccounty.net

2. NORTHERN PLANNING AREA

Chairs: Dennis Garton **Vice chair:** Vacant

CalSIEC Rep: Dennis Garton **Alternate Rep**: Jerry Wilson

Dennis Garton

Undersheriff Tehama County Sheriff (530) 529-7950 dgarton@tehamaso.org

Alternate Point of Contact:

Jerry Wilson, ESC 1375 Hoyt Ave Lakeport CA 95453 707-263-1813 gdw@co.lake.ca.us

3. SOUTHERN PLANNING AREA

Chair: Captain Scott Edson
Vice-Chair: Lt. William Cicchillo
CalSIEC Rep: Capt Scott Edson
Alternate Rep: Lt. William Cicchillo

Captain Scott Edson

Los Angeles County Sheriff Office: (323) 881-8001 Cell: (562) 706-3964 SDEdson@lasd.org

Lt. William Cicchillo

Los Angeles County Sheriff Desk: (323) 881-8275 Cell: (323) 821-0839 mailto:mwtcicchi@LASD.org

4. CENTRAL PLANNING AREA

Chair: Michael Salvador
Vice-Chair: Rebecca Campbell
CalSIEC Rep: Michael Salvador
Alternate Rep: Rebecca Campbell

Lt. Michael Salvador

Madera County, of 14143 Road 28 Madera, CA 93638 (559) 675-7775 Fax (559) 675-8413 Msalvador@madera-county.com

Rebecca Campbell

Kings County, Management Analyst 1400 West Lacey Boulevard. Hanford, CA 93230 (559) 582-3211 Rebecca.Campbell@co.kings.ca.us

Advisors & Liaisons

CalSIEC Advisors & Liaisons

American Association of State Highway and Transportation Officials (AASHTO)
American Public Transportation Association (APTA)
Association of Public Safety Communication Officials APCO/CPRA
Border States: Oregon, Nevada and Arizona
FCC Regional Planning Committees Region 5: 700 & 800 MHz Regional Planning Committee Region 6: 700 & 800 MHz Regional Planning Committee
Federal Entities
Non-Governmental Organizations
Public Safety Radio Strategic Planning Committee (PSRSPC) Members
Special Districts
Others as Interested

Overview

PSRSPC Overview

The PSRSPC at a Glance

The California Public Safety Communications Act of 2002 (Government Code §§8592 – 8592.7) directs the PSRSPC to have primary responsibility in state government for the following:

- Developing and implementing a statewide integrated public safety communications system that facilitates interoperability among state public safety departments as well as other first response agencies, as the committee deems appropriate.
- Coordinating other shared uses of public safety spectrum consistent with decisions and regulations of the Federal Communications Commission (FCC).

PSRSPC Membership: The Committee consists of representatives from the following state entities:

- California Emergency Management Agency Chair
- California Highway Patrol (CHP); Department of Transportation (Caltrans)
- Department of Corrections and Rehabilitation (CDCR)
- Department of Parks and Recreation (DPR)
- Department of Fish and Game (DFG)
- Department of Forestry and Fire Protection (CALFIRE)
- Department of Justice (DOJ)
- Department of Water Resources (DWR)
- Department of Public Health (CDPH)
- Emergency Medical Services Authority (EMSA)
- Department of General Services (DGS)
- California Military Department (CMD) and,
- Department of Finance (DOF).

PSRSPC Vision: Develop, implement, and administer an innovative, inclusive, scalable, and sustainable statewide plan that facilitates wireless communications system modernization and interoperability and ultimately provides effective, seamless, and reliable public safety services throughout California.

PSRSPC Mission: To provide the leadership needed that allows California to effectively leverage existing investments in communications infrastructures while moving rapidly and decisively to meet targeted goals for improved interoperability, universal statewide access, enhanced modernization, increased functionality, and adequate channel availability throughout California in support of public safety.



The PSRSPC is to consult with the following organizations and entities:

- California State Peace Officers
- Association: California Police Chiefs Association
- California State Sheriffs' Association
- California Professional Firefighters
- California Fire Chiefs Association
- California State Association of Counties
- League of California Cities
- California State Firefighters Association
- California Coalition of Law Enforcement Associations
- California Correctional Peace Officers Association
- CDF Firefighters
- California Union of Safety Employees.

NOTE: Outreach on PSRSPC meetings and activities are made to members of the disabled community via the OES Specialist Committee.

PSRSPC Technical Working Group (TWG): The TWG is composed of staff assigned by PSRSPC member agencies and functions as the primary focal point for ongoing technical, research, and option-generation assignments.

PSRSPC Coordination Guidelines: The PSRSPC operates under the following guiding principles and ground rules: Partnerships allow for a stronger voice than one department or agency alone; All member agencies and departments have an equal voice at the table; Committee will seek common ground, even if some expressed needs must be postponed, for the collective advancement of the PSRSPC mission; Education is the key to understanding; when a challenging issue appears, explanation is encouraged—even if it takes some time; All issues raised by members are valid and will be given attention; respecting all departmental perspectives will be paramount. The PSRSPC strives to achieve consensus-based decision-making; however, when that is not feasible, decision-making is conducted based on a majority vote process with objections noted in the record upon request.

Coordination with California Statewide Interoperability Executive Committee (CALSIEC): The PSRSPC is required to hold a joint meeting with CALSIEC to enhance coordination and cooperation at all organizational levels and to provide a cohesive approach to communications interoperability.

Excerpted from the PSRSPC 2008 Report to the Legislature:

 $\underline{http://rimsinland.oes.ca.gov/Operational/OESHome.nsf/PDF/2008\%20Report/\$file/2008\%$

Travel Information

CalSIEC Travel Reimbursement

We realize that some of you may need reimbursement for travel to attend CalSIEC meetings. Please take a moment to glance over the next page, a summary of the Short Term Travel Expense Reimbursement Program. Some highlights are also listed below. You will be responsible for making your own travel arrangements and CalEMA will handle all reimbursements.

Please contact the California Interoperability Coordinators Office with questions on travel or reimbursement. Please mail your travel claims to:

California Emergency Management Agency 3650 Schriever Ave.
Mather, Ca 95655
ATTN: CICO

Who Qualifies:

Travel reimbursement for CalSIEC meetings is only available for CalSIEC members and alternates, representing organizations, entities, or tribes as designated in the CalSIEC Governance Charter.

Travel Form:

Please use the State of California Travel Expense form when you submit your requests for CalEMA reimbursement. A copy is included in your packet.

Receipts:

Please be sure to provide receipts with your travel form; otherwise CalEMA will not be able to reimburse you. *Note: Please indicate on your travel claim the amount spent on meals up to the maximum reimbursable amounts, but *do not* submit meal receipts. We suggest you keep your meal receipts for tax purposes.

Travel Reimbursement

Airline Tickets:

Please make your reservations through Giselle's Travel at www.Globaltrav.com. You may also call (800) 523-0100 or (916) 922-0330. Be sure to advise Giselle's that you are traveling for the state. To contact Giselle's electronically, go to the website above and select the "State of CA" link. When the travel form opens, select CA Gov Office Emergency Services for the department name. Enter the following number for the "Billing Code:" #A09059.

Rental Cars: DGS has contracted one primary car rental vendor and two secondary vendors in the event the primary vendor is unavailable.

Primary Vendor: Enterprise, 1-800-736-8227, www.enterprise.com

Discount ID: DBCA021

Secondary Vendors: Alamo, 1-800-462-5266 (Discount ID 191259)

National, 1-800-277-7368 (5400321)

Personal Car:

If you plan to use your personal vehicle, please keep track of the mileage and be sure to note your license plate number on your reimbursement form. You will be reimbursed .50 cents per mile. Carpooling is highly encouraged.

Taxi, Shuttle, Train, Private Cars:

If you take a taxi, shuttle, or other type of transportation please request a receipt with the date and dollar amount paid.

Lodging:

The State rate is \$84 plus tax in Sacramento. All lodging reimbursements require a receipt from a commercial lodging establishment. Giselle's can make your lodging reservation for you but you must verify the State rate yourself.

Meals:

The following rates for per diem are to be applied when submitting a travel expense claim:

For Trips of more than 24 hours:

Breakfast up to \$ 6.00 Lunch up to \$ 10.00 Dinner up to \$ 18.00 Incidentals up to \$ 6.00

For Trips of less than 24 hours:

Breakfast: Trip begins at or before 6 a.m. or ends after 8 a.m. \$6.00 Lunch: Lunch is provided for a full day meeting \$10.00 Dinner: Trip begins at or before 4 p.m. and ends at or after 7 p.m.\$18.00

If you have any questions or concerns, please feel free to contact the CICO Office by phone (916) 845-8630 or email tony.broom@calema.ca.gov.

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Key Resources

Key Resources for CalSIEC

CalSIEC Executive List Serve

(This list will be purged by June 30, 2010)

The membership in this list is restricted to the Members of CalSIEC (primary representative and alternates) This is a forum allowing members to receive information from Cal EMA such as meeting agenda but also allows for members to contact each other directly. In the future, a new system may be instituted to replace the current list serve.

http://lists.oes.ca.gov/mailman/listinfo/calsiec-exec

CalSIEC Announce List Serve (This list will be

Serve (This list will be purged by June 30, 2010)

The purpose of this listserv is to announce CalSIEC meetings and other items of general interest and is open to the public. Directions on how to subscribe are found on the site.

http://lists.oes.ca.gov/mailman/listinfo/calsiec-announce

CICO General Announcements List/Twitter

The California Interoperability Coordinators Office has established a General Announcements list and a Twitter account to keep members informed of important information. Over the next few months the current list serves will be terminated.

To view and sign up for the CICO General Announcements lists go to: https://sites.google.com/site/cainteropbuzz/

To view Twitter: https://twitter.com/caswic

CalSCIP

(The 2010 CalSCIP will be released by June 30, 2010)

The 2007 California Statewide Communication Interoperability Plan (CalSCIP) is a combined effort of CalSIEC and Public Safety Radio Strategic Planning Committee (PSRSPC) defining a strategy for improving statewide interoperable communication.

http://rimsinland.oes.ca.gov/

/OESHome.nsf/PDF/CalSCIPGrey/\$file/CalSCIPGrey.pdf

PSRSPC Report

The Public Safety Radio Strategic Planning Committee (PSRSPC) was established by the Public Safety Communications act of 2002 to encourage and facilitate radio interoperability between State agencies. Each year the PSRSPC publishes a Strategic Plan taking into account concerns of CalSIEC. Past reports provide information on state agency public safety communication systems.

http://rimsinland.oes.ca.gov/CTD/Public/psrspcweb.nsf/home?OpenForm

Public Interoperability Calendar

A public Google Calendar that includes meetings of the following groups:

- PSRSPC (Public Safety Radio Strategic Planning Committee_
- 2. PSRSPC's Technical Working Group (TWG)
- 3. CalSIEC, California Statewide Interoperability Executive Committee
- 4. CalSIEC Work Groups (Policy, Operations, and Technical)
- 5. CalSIEC Regional Planning Areas (North, South, Central, and Capitol Bay)
- 6. Association of Public-Safety Communications Officials APCO International
- 7. Other key industry conferences

This calendar is strictly a volunteer calendar and service to help provide statewide coordination. Chairs and vice chairs of the listed groups are given access to post dates.

http://www.google.com/calendar/embed?src=mir84lu9hlb75hfsu9q0uegro4%40group.calendar.google.com&ctz=America/Los_Angeles

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California Statewide Interoperability Executive Committee (CalSIEC)



Governance Charter

January 2010

CalSIEC Governance Charter

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1.0 Introduction

The California Statewide Interoperability Executive Committee (CalSIEC) has been tasked with managing the state and federally designated interoperability spectrum and developing governance on behalf of all California public safety first responders.

Following the September 11, 2001 terrorist attacks, it became clear that one of the prominent issues in public safety communications was the need to have communications interoperability. Defined as the ability for public safety first responders to communicate, when authorized, with whom they need and when they need.

In 2003, the Director of the Governor's Office of Emergency Services¹ (OES) chartered CalSIEC to combine existing efforts and to provide a single committee to administer all interoperability spectrums in California. CalSIEC provides guidance and consensus for agreements that define practices for the use of interoperability governance and channels. CalSIEC operates under the Federal Communications Commission (FCC) charter to administer state and federal designated interoperability spectrum, within the context of the Master Mutual Aid system.

Through combined efforts, CalSIEC and the Public Safety Radio Strategic Planning Committee (PSRSPC) developed the California Statewide Communications Interoperability Plan (CalSCIP), which incorporates California's mutual aid addressing the changes in protocols required to adapt to today's operational needs.

2.0 Background

During January 2001, the FCC adopted rules and regulations outlining technical and operational standards for the use of a portion of the new public safety 700 MHz band, including the assignment of responsibility for the management of the interoperability channels to the states. CA OES accepted this responsibility for California, as the state's emergency communications coordination agency.

In the January 2001, order adopting these regulations, the FCC acted on a number of the initial recommendations of the FCC's Public Safety National Coordination Committee (NCC), including a recommendation that each state establish a State Interoperability Executive Committee (SIEC) to manage the interoperability spectrum. The FCC declined to require the establishment of a SIEC in each state, recognizing that a number of states already had a process to manage this new spectrum in place.

In their July 2003 final recommendations to the FCC, the NCC stated that the SIECs should be chartered as Statewide Interoperability Executive Committees, and that each SIEC should manage all interoperability channels within their respective state. CA OES (as of January 1, 2009 CA OES is known as the California Emergency Management Agency or CalEMA) concurred with the NCC's recommendations, and in August 2003 established the California Statewide Interoperability Executive Committee (CalSIEC).

During the last four decades, Cal EMA has provided leadership to state and local public safety officials collaborating in the development and operation of interoperability channels in daily emergency operations.

¹ In January 2009 the California Office of Homeland Security (OHS) and the Governor's Office of Emergency Services (OES) merged creating the California Emergency Management Agency (Cal EMA).

These channels include:

- 1960s, the California Law Enforcement Mutual Aid Radio System (CLEMARS).
- 1970s, the "White" Fire interagency channels.
- 1980s, the California On-scene Emergency Coordination Channel (CALCORD).
- 1990s, the 800 MHz "International" Calling and Tactical interoperability channels.

Technical and operational protocols for each of these interoperability systems have been developed by advisory bodies to CalEMA, and follow similar templates for operating policies while respecting the requirements of each discipline. Since 1988, the methods used by CalEMA to administer these interoperability frequencies have been cited as interoperability management "best practices" in the recommendations of three advisory committees to the FCC.

3.0 Charter

The CalSIEC has been tasked with statewide coordination and management of public safety communications interoperability. This includes:

- Developing, evolving, and maintaining the structure and membership of the CalSIEC; following guidelines for SIECs established by the FCC, the NCC, and the National Public Safety Telecommunications Council (NPSTC).
- Building upon the historical successes of the CLEMARS, CALCORD, and fire "White Channel" plans, develop an integrated statewide communications plan that covers technical and operational policies for all interoperability channels, and thereby reducing the number of separate plans issued by Cal EMA.
- Developing policy and direction regarding "system of systems".
- Ensuring participation of all appropriate responder and support disciplines from all levels of government.
- Leveraging and coordination of local, state, and federal assets.

The charter is a living document that will undergo review at least once every two years.

4.0 Vision Statement

By 2017, ensure all local, regional, tribal, state and federal public safety first-responders and designated public service organizations operating within California are able to communicate in real time, across disciplines and jurisdictions, to respond more effectively during day-to-day operations and major incidents.

5.0 Mission Statement

Provide a statewide strategic planning framework for an innovative, inclusive, scalable, sustainable, and well-managed interoperability infrastructure that promotes national standards, and is effective in addressing the unique urban and rural requirements of the public safety first responders and designated public service organizations serving the citizens of California.

6.0 CalSIEC Governance Structure

Interoperability Governance Objectives

The California interoperability governance model relies on two objectives:

- Performance: contribution to the overall performance and delivery of services to the public safety community and ultimately the larger constituency they serve.
- Adherence: commitment to ensuring that requirements of the law, regulations, and community standards of accountability and transparency are met.

Relationship & Partnership with Public Safety Entities

Achieving interoperability requires partnerships from all levels of government. Stakeholders representing various disciplines, jurisdictions, and levels of government play critical roles in creating and sustaining partnerships essential to the governance structure as illustrated in Figure A: CalSIEC Governance Structure. Stakeholders can share knowledge and resources across California and ensure a high-level flow of information and communication between components of the governance structure. Cal EMA is the executive sponsor for CalSIEC and will act as the oversight agency in California's interoperability efforts.

EXECUTIVE GOVERNOR SPONSOR: CalEMA Governor CalSIEC LIAISONS & **ADVISORS** Federal FCC Regional WORKING GROUPS Planning Committee (Region 5: 700 & 800 MHz RPC Region 6: 700 & 800 MHz RPC) **PLANNING AREAS** NGO's **PSRSPC** North South Border States Central **AASHTO** Cap/Bay Area STANDING AD HOC **APTA** Subcommittees **Working Groups** Special Districts **PSRSPC Members POLICY OPERATIONS TECHNICAL** Others as Interested

Figure A: CalSIEC Governance Structure

PSRSPC Members: California Highway Patrol, Dept of Corrections & Rehabilitation, Emergency Medical Services Authority, Dept of Finance, Dept of Fish & Game, Dept of Forestry & Fire Protection, Dept of General Services-Telecom Div., Dept of Health Services, Dept of Justice, Military Department, Governor's Office of Emergency Services, Governor's Office of Homeland Security, Dept of Parks & Recreation, Dept of Transportation, Dept of Water Resources

NGO's = Non-governmental organizations

AASHTO = American Association of State Highway and Transportation Officials

APTA= American Public Transportation Association

PSRSPC= Public Safety Radio Communications Strategic Planning Committee

7.0 CalSIEC Coordination Office (CalEMA)

CalEMA is responsible for the daily operations of California's interoperability efforts, including coordinating and managing the use of the interoperability spectrum, and implementation oversight for the initiatives outlined in the CalSCIP. These duties will be performed by CalEMA to fulfill the role of a California Interoperability Coordination Office (CICO). This includes developing and delivering reports and briefings, coordinating various governmental initiatives related to public safety interoperability communications, and assisting subcommittees and Working Groups.

CICO Roles and Responsibilities

- Publish and promote the integrated statewide communications plan that covers technical and operational policies for all interoperability channels.
- Coordinate the use of state and federally designated interoperability spectrum by serving as the state "using agency" for all FCC licenses² obtained to cover operations on these frequencies.
- Enter into Memorandums of Understanding (MOUs) with local, tribal, state, and/or federal entities to operate on frequencies in the interoperability spectrum, in compliance with the integrated statewide communications plan.
- Maintain a database of MOUs agreements, and the technical details of the operations covered thereby.
- Coordinate communications interoperability initiatives and funding efforts.
- Work with the CalSIEC Chair to develop meeting schedules and agendas.
- Collaborate with the CalSIEC to establish Working Groups to accomplish tasks associated with each initiative outlined in the CalSCIP.
- Serve as a liaison and consensus builder during meetings.
- Act as a conduit between Working Groups, Executive Committee, and planning area members as appropriate.
- Coordinate projects and initiatives across California as appropriate regarding public safety interoperability communications.
- Support the communications needs of the Executive Committee's constituents.
- Provide communications and knowledge management support.
- Plan, control, and manage the task(s) to implement the CalSCIP.
- Monitor progress, challenges, and accomplishment made on achieving the goals and initiatives outlined in the CalSCIP.
- Ensure deliverables are of high quality and address CalSIEC goals.
- Solicit input from public safety organizations.
- Brief the status of the initiatives and tasks at the Executive Committee, and Working Group meetings when appropriate.

² Under State of California Administrative procedures, the Telecommunications Division of the Department of General Services has been delegated responsibility and authority to deal with the federal government on public safety telecommunications regulatory matters.

8.0 CalSIEC Membership

Executive Committee Purpose

The CalSIEC Executive Committee will serve as the steering group for the Executive Sponsor (Cal EMA) and will evaluate the guidance and recommendations developed by the working groups that are comprised of practitioners from the Planning Areas, the PSRSPC, the CalSIEC Liaison, Advisors and Executive Committee members. The Executive Committee will meet on at least a quarterly basis to review overall progress and approve the next set of priorities. Between meetings, the CalSIEC Coordination Office (Cal EMA) will track projects and provide information to the Executive Committee through email, conference calls and other appropriate means.

Executive Committee Membership

The Executive Committee consists of 19 representatives from local and state public safety associations and government as well as tribal (Figure B).

Alternates are permitted in the event that a member is unable to attend a meeting. The alternate must have equal authority to formulate advice and make decisions on behalf of their constituents. CalSIEC representative organizations are encouraged to designate named alternates. This permits for alternates to attend all Executive Committee meetings and will be included on all CalSIEC correspondence to ensure familiarity with issues when asked to fulfill the responsibility of members.

Representatives from other organizations are invited to participate in Executive Committee meetings to provide input beyond the members' existing capabilities or to provide subject matter expertise. In addition, the Executive Committee may schedule additional working sessions to involve a broader representation of interested groups.

Figure B: CalSIEC Members

- CA State Sheriffs Assoc.
- PSRSPC
- FIRESCOPE Board of Directors
- Central Ca Planning Area
- CA Highway Patrol
- League of California Cities
- CA CalEMA Fire and Rescue Branch/Mutual Aid System
- Tribal Representative
- CA Dept of Forestry and Fire Protection

- *EMSAAC
- Cal Fire Chiefs Assoc.
- Northern Ca Planning Area
- Southern Ca Planning Area
- CA Dept of Transportation
- CA Police Chiefs Assoc.
- CA CalEMA Law Enforcement Branch/Mutual Aid System
- CA State Association of Counties
- Capitol/Bay Planning Area

^{*}EMSAAC: Emergency Medical Services Administrators Association of California

Executive Committee Membership Selection Process

Representatives will be appointed by the organization they represent. CalEMA Director and the Executive Committee Chair will request a representative appointment from the Executive Director of identified organizations. An official letter of appointment will be provided to the Cal EMA and Executive Committee Chair. Appointments will be made annually and will be valid from July 1st-June 30th. The Executive Committee shall elect or nominate the Chair and Vice Chair as well as additional members and participants as appropriate.

Those designated to be members of the Executive Committee should have the knowledge and authority to formulate advice and make decisions on behalf of their constituents, attend the prescheduled meetings and be available to respond to ad hoc requests from the CalSIEC Coordination Office (CalEMA) or Chair. Members who miss meetings without representation on a regular basis may be replaced. The minimum required time commitment is approximately four hours per month as well as attendance at quarterly meetings held throughout California.

The membership, identified in Figure B, aims to represent first responder public safety agencies (Fire and EMS, local law enforcement) and state officials involved in interoperability efforts.

Tribal Representative Appointment to Executive Committee

It is not the intention of the CalSEIC executive committee to determine the appointment process or nomination of the Tribal representative on the executive board but rather to provide a means that all of the Tribes are aware of the CalSEIC issues and efforts. The Tribes within the state, not being political subdivisions of the State, create the need for outlining an appointment process that provides at least notification to the other Tribes and a ratification requirement. Because of the unique nature and significant challenges of establishing an effective intergovernmental board, while considering the 109 federally recognized Tribes in the State, this section is established with the primary goals of:

- Providing for a State-Tribal relationship in the CalSEIC.
- Providing an avenue that facilitates consideration of Tribal specific issues in CalSEIC efforts.
- Strengthening information sharing capacity between the CalSEIC and the California Tribes.
- Providing an outline of the appointment process that allows participation of Tribes with a vested interest in the CalSEIC.

Tribal Number and Criteria

For the executive board of the CalSIEC there shall be one Tribal representative and one alternate from a federally recognized Indian Tribe that meets the criteria for Self-Governance that are set forth in section 402(c) of the Indian Self-Determination and Education Assistance Act (25 U.S.C. 458b(c) and employs at least 10 full-time personnel in a fire protection, law enforcement, hazardous material and waste management, Tribal security, emergency medical service, emergency management, or other related activities with the capacity and responsibility to respond to calls for service, emergencies, and disasters.

Tribal Selection

At least one of the eligible Tribal governments will propose a nominee to serve on the CalSEIC executive board and forward the nomination to all of the California Tribes for ratification. The nomination for the alternate will be the same.

Tribal Ratification

The nomination submitted to the Tribes will be ratified by at least 11 (10 % or greater) of the federally recognized Tribes in California by Tribal Resolution, Tribal Council Motion, or senior elected official (i.e. Tribal Chair). The ratification for the alternate will be the same.

Tribal Term

The term of the California Tribal representative and alternate will be two years.

Definition

INDIAN TRIBE: The term `Indian Tribe' means any Indian Tribe, band, nation, or other organized group or community that is recognized as eligible for the special programs and services provided by the United States to Indians because of their status as Indians. 25 U.S.C. Sec 450b

9.0 CalSIEC Roles and Responsibilities

At a high-level, the CalSIEC is responsible for the development of technical and operational policies for the use of the interoperability spectrum, conducting outreach, overseeing CALSCIP programmatic implementation, reviewing grant applications, and measuring the overall performance of the statewide effort. While meeting in person is ideal for building relationships and focusing attention, conference calls, video conferencing, and e-voting are other ways to engage those who cannot attend a meeting. Specifically, the CalSIEC should address the following areas as well as additional roles as identified by the Committee:

Interoperability Spectrum Coordination and Management

- Charter and implement regional Planning Area Subcommittees to serve as local Subject Matter Experts in interoperability policy and coordination matters in a specific geographic area.
- Charter and implement Working Groups to serve as Subject Matter Experts in interoperability policy and coordination matters in a specified discipline or governance subject area.

CALSCIP Programmatic Implementation

- Adopt executive committee bylaws and a charter.
- Work with the CICO to develop and update the CALSCIP.
- Provide advice, feedback, and support to the CalSIEC CICO.
- Develop formal recommendations for the CICO by seeking guidance and considering recommendations on statewide issues from State and regional agency interoperability committees as well as working groups.

- Develop a timeline for each working group and work alongside working group members to complete key deliverables.
- Participate in CalSIEC and Planning Area meetings.
- Determine if a working group is necessary for the accomplishment of an initiative and identify key subject matter expert stakeholders to contribute expertise.

Grants Coordination & Policy Development

In support of the State Administrative Agency (SSA)

- The Executive Committee may serve as Subject Matter Experts when called upon to the SSA to provide input in to the development of state supplemental grant guidance related to interoperability.
- The Executive Committee may serve as the state's Peer Area Subcommittees as Subject Matter Experts to make regional Investment Justifications (as far as contributions to the regional interoperability effort to advance the state of the art in the Planning Area) and the prioritization of Investment Justifications against available funds in the particular grant.

Measurement

- Recommend an approach for the statewide interoperability efforts and measure progress toward the final vision.
- Provide a method to capture lessons learned for future operations.
- Review and adjust the governance model, as needed, based on measures.

Outreach

- Educate and regularly update representatives from the Governor's Office, appropriate legislative committees, and the public regarding the State's interoperability work.
- Report CALSCIP information back to the organizations of CalSIEC for wider distribution.
- Advocate for interoperable communications at senior levels of government and among member constituencies.
- Build relationships at the Federal, State, and local levels.

10.0 CalSIEC Chair and Vice Chair

A Chair and a Vice Chair position will be created from the standing members of the CalSIEC.

Chair & Vice Chair Nomination and Election Process

The nomination process for Chair and Vice Chair will be as follows:

- The CalSIEC will form an ad hoc "nomination committee" and will be responsible for the nomination process for the Chair and Vice Chair position.
- The nomination committee will consist of one State Agency Representative and one Non-state Agency Representative, both appointed by the standing Chair.

- The nomination committee will solicit nominations for the Chair and Vice Chair position from the standing CalSIEC members.
- The call for nominations must be sent out two months prior to the vote. This may be done via email.
- Nominations must be received one month prior to the vote, and must be published (via email) to all CalSIEC members.
- Voting will occur once the nominations are closed, and will be done via email.
- If there is one candidate for the Chair or Vice Chair positions, the position will be selected by a simple majority of votes.
- If there are multiple candidates for the Chair or Vice Chair positions, the nominee that receives the most votes will assume the position.
- The nominations committee workgroup will notify the CalSIEC of the results of the election.
- Once selection is made for the Chair and the Vice Chair, they will commence in their new roles on July 1st of that year.

Chair & Vice-Chair Terms of Office

The Chair and Vice Chair will have a term of office of two years, staggered.

Chair and Vice Chair Role and Responsibilities

The Chair shall:

- Preside over all regular and, if required, special meetings.
- Oversee the coordination of CalSIEC meetings, including setting the time and location of such meetings.
- Create and distribute an agenda for the CalSIEC meetings two weeks in advance of each meeting date and provide read-ahead material a week in advance.
- Be responsible for all records of the CalSIEC Meeting, including but not limited to the original charter, minutes, white papers, correspondence, and current membership enrollment.
- Collaborate with the CalEMA on project and initiative support and funding related to the State's communications interoperability efforts.
- Be a full-time resident in the State of California.

The Vice Chair shall:

Preside over the meetings in the absence of the Chair

11.0 Planning Areas

Purpose

For governance purposes, CalSIEC has divided California into four Planning Areas that are determined by Operational Area membership. The Planning Area and its member Operational Areas are described below.

Capitol-Bay Planning Area: Alameda; Alpine; Amador; Calaveras; Contra Costa; El Dorado; Marin; Monterey; Napa; Placer; Plumas; Sacramento; San Benito; San Francisco; San Joaquin; San Mateo; Santa Cruz; Santa Clara; Solano; Sonoma; Stanislaus; Tuolumne; Yolo.

Central Planning Area: Fresno; Kern; Kings; Madera; Mariposa; Merced; Tulare.

Northern Planning Area: Butte; Colusa; Del Norte; Glenn; Humboldt; Lake; Lassen; Mendocino; Modoc; Nevada; Shasta; Sierra; Siskiyou; Sutter; Tehama; Trinity; Yuba.

Southern Planning Area: Imperial; Inyo; Kern; Los Angeles; Mono; Orange; Riverside; San Bernardino; San Diego; San Luis Obispo; Santa Barbara; Ventura.

It is the responsibility of each Planning Area to provide a single representative to sit on CalSIEC. This individual will have authority to act on behalf of, and represent the Planning Area and its members relative to all decisions and general business conducted by CalSIEC.

The primary mode of communication for each Planning Area will be their individual listserv.

12.0 Liaisons & Advisors

The Executive Committee values the importance of other practitioner subject matter experts input into the decision making process. As such the identified organizations below represent, but are not limited to, key liaisons and advisor to the Executive Committee.

Figure C: CalSIEC Liaisons & Advisors

- Federal
- Regional Planning Committees (Region 5: 700 & 800 MHz RPC) (Region 6: 700 & 800 MHz RPC)
- Non-governmental Organizations (NGO's)
- Border States: Oregon, Nevada and Arizona
- American Association of State Highway and Transportation Officials (AASHTO)
- American Public Transportation Association (APTA)
- Special Districts
- Public Safety Radio Strategic Planning Committee Members (PSRSPC)
- Others as Needed

13.0 Subcommittees

Narrowly-chartered Subcommittees should be formed to provide recommendations on initiative implementation to the Executive Committee as well as to other components that wish to develop them (e.g. planning areas.) Subcommittees are the engine of the statewide interoperability effort. They are to complete the tasks associated with initiatives identified within the CalSCIP and provide recommendations to the Executive Committee for consideration and potential adoption. Additionally, it is expected that Subcommittee members will participate in the CalSCIP update process by identifying potential initiatives that the Executive Committee and CalSIEC Coordination Office (Cal EMA) should consider adding to the State's interoperability effort. The

CalSIEC Coordination Office (Cal EMA) should help organize, steer and maintain the Subcommittee's.

Recommended Working Group Membership

The WG's are informal groups of practitioners assembled for a limited time frame to work toward the accomplishment of a specific initiative. The WG's are made up of regional and local emergency response practitioners and other stakeholders as necessary to accomplish the initiatives. Members are generally subject matter experts (SME's) on the issue the CalSCIP initiative addresses. It is recommended that working group members are resourced from the entire stakeholder community regardless of whether they serve on a standing committee or not. WG members may include:

- State and local technology and communications interoperability experts.
- Regional organization members and coordinators.
- Local emergency responders.
- Stakeholder association representatives.
- Professionals who represent emergency support functions such as transportation and health care.
- Self selected participants from across the state.

Recommended WG Roles and Responsibilities

- Vet the timeline and determine the project plan for an initiative accomplishment.
- Develop recommendation reports for consideration by CalSIEC.
- Establish leads to coordinate activities, arrange meetings, and report back to the CalSIEC.
- Pursue additional resources as needed to complete tasks.

Recommended Initial WGs (Not in Priority Order)

- Multidiscipline Communications Coordinating Committee: a multi-disciplined WG to include fire, law, medical and emergency management. Focus would be to coordinate discipline specific initiatives or recommendations to ensure that these are not in conflict before being proposed to CalSIEC.
- Cal Law Enforcement Mutual Aid Communications Support WG: Made up of law
 enforcement representing local, state and federal interests. It would review existing or
 emerging technology that may provide enhanced communications for law enforcement
 operations.
- Public Safety Radio Strategic Planning Committee (PSRSPC) WG: Representing the ongoing work of the state agencies.
- California Law Enforcement Mutual Aid Radio System (CLEMARS) WG: Local and state law enforcement representatives, develop guidelines for law enforcement mutual aid frequencies assigned to Cal EMA by the FCC.
- An Ad Hoc subcommittee to consider updates, revisions, and ongoing maintenance of the governance charter: Members shall be selected from the Executive Committee. The subcommittee shall convene when changes or updates to the

governance charter have been proposed, and shall report back to the full committee for actions on recommendations. Changes to the charter will be approved using regular decision making processes of CalSIEC.

WGs will be established to assist in the implementation of the key goals and supporting initiatives in the CalSCIP. The WGs will be established through a detailed charter and timeline to undertake a specific project that will improve public safety interoperable communications across California. The WGs will be directed primarily by, and will leverage the expertise of, the Executive Committee members as well as local public safety practitioners and others as necessary to accomplish the project objectives. The results and recommendations that may be developed by WG will be presented to the Executive Committee for consideration. Once approved, the Executive Committee will provide the recommendations to the Cal EMA for acceptance.

14.0 CalSIEC Business Processes

Meetings

Meetings of the Executive Committee will be scheduled on a regular basis; there will be a minimum of four meetings per year (one per calendar quarter). When possible, meetings may be held by conference call to minimize the travel burden for CalSIEC members, however at least two of the regular meetings will be conducted face-to-face.

Agendas for Executive Committee meetings will be published at least 14 calendar days in advance of the meeting date.

Travel Costs

The CICO (subject to available grant funding) will pay all eligible travel expenses incurred as a result of participation in Executive Committee activities by Executive Committee members and their designated alternatives.

CalSIEC Website

The CICO will maintain a publicly accessible CalSIEC website. The content of the website will include:

- Information for the public on the purpose and composition of CalSIEC, including a list of the current members of the Executive Committee and subcommittees.
- A listing of all scheduled Executive Committee, Subcommittee, and Working Group meetings in the next six months.
- Agendas and supporting documents for future meetings.
- Minutes of previous meetings.
- Planning documents related to interoperability spectrum management in California.

Decision-making

The Executive Committee will operate by consensus on all regular business and ongoing coordination. However, there may be times when the group will occasionally have to vote on issues when consensus is not possible and a decision must be made. Each organization included in the Executive Committee will have one vote with the exception of Cal EMA. CalSIEC members can abstain from voting on any issue if they so choose. The Executive Committee

shall act upon the agreement of a majority of the membership present and voting. Dissenting opinions should be aired and noted in the meeting minutes.

E-Mail Voting Procedure

A vote by e-mail may occur as deemed necessary by the CalSIEC chair. These following procedures address voting by CalSIEC members through e-mail:

- Identification of item: Any issue to be voted on that the CalSIEC members could not vote on during the regular meeting time-period can be voted on by members through email. The specified issue or item to be voted on must have a standardized response, e.g., multiple choices or yes/no. Request for vote: Upon approval by CalSIEC members, a vote by e-mail will be solicited by the chair.
- **Voting organization:** There will be one vote from each standing member organization. Only one designated member will cast the vote through e-mail.
- Vote Notification: The vote will be coordinated through e-mail, by the CalSIEC chair or vice-chair via a "Vote Notification." Vote notification e-mails will be sent to one designated member per organization, as determined by the CalSIEC members. The designated voting member will be listed in the vote notification e-mail.
- **Voting Period:** Vote responses will be due one week after initial vote notification or during an alternate time frame approved by CalSIEC members, as necessary. E-mail responses will be sent to the CalSIEC Coordination Office (Cal EMA).
- Results: Results of the vote will be posted through e-mail one day after close of voting period. Results will include an organization's response and the name of the member submitting the vote. The results will be e-mailed to all CalSIEC members and designated alternates.

Glossary

CalSCIP – The California Statewide Communications Interoperability Plan is seen as the primary guiding document for statewide communications interoperability planning within California.

CalSIEC – The California Statewide Interoperability Executive Committee.

CICO – The California Interoperability Coordinators Office.

Gateway – The commonly accepted term to describe a standalone device that is used to patch two or more radio systems together to bridge the users of each system, creating interoperability.

Interoperability – Interoperability generally refers to the ability of public safety emergency responders to work seamlessly with other systems or products without any special effort. Wireless communications interoperability specifically refers to the ability of public safety officials to share information via voice and data signals on demand, in real time, when needed and as authorized.

Narrowband – In the context of current public safety voice and data communications, operation in most of the public safety bands is limited to narrowband operations using either 25-, 12.5-, or 6.25-kHz-wide bandwidth requirements.

Narrowbanding – Narrowbanding is the process of adopting updated technical standards to permit more individual voice channels to operate in a given slice of spectrum. In the affected public safety communications VHF high band and UHF frequency spectrum, most current public safety radio systems use 25 kHz-wide channels. The Federal Communications Commission (FCC) has mandated that all non-Federal public safety licensees using 25 kHz radio systems migrate to narrowband 12.5 kHz channels by January 1, 2013. Agencies that do not meet the deadline face the loss of communications capabilities.

Operability – The ability for members of a public safety agency to communicate as authorized with other members of that agency at any time from anywhere within the agency's responsibility area.

PSRSPC – *Public Safety Radio Strategic Planning Committee* was codified by the Public Safety Communications Act of 2002 (Government Code section 8592 et seq.).

Rebanding – A process of moving groups of channels to different chunks of spectrum in the same radio band.

SoS – System of Systems: the result of the amalgamation of disparate communications systems statewide via digital networking technologies into a linked infrastructure (or network) capable of supporting interoperable communications.

SWIC - Statewide Interoperability Coordinator, Michael Crews



TICP – Tactical Interoperable Communication Plan. FY 05 Homeland Security Grant Program requirement that each urban area receiving FY 05 Urban Area Security Initiative (UASI) funds must develop a plan to achieve tactical interoperable communications across jurisdictions in the urban area.

Trunking – Trunking is the technology used to increase the efficiency of a radio system by distributing conversations over a pool of radio channels, as needed.

UASI – Urban Area Security Initiative. A program of the federal Department of Homeland Security (DHS) covering (for the year 2007) the 50 largest urban areas in the United States.